

# Burnout Reduction in Acute Care Surgeons: Impact of Faculty Schedule Change at a Level 1 Trauma and Tertiary Care Center

Caitlin E. Jones, MD; Elizabeth D. Fox, MD; Steven B. Holsten, MD;  
Cassandra Q. White, MD; Rashid K. Sayyid, MD; Terence O’Keeffe, MD;  
Andrew G. Lawson, DO

Augusta University Medical Center



- **Burnout:** characterized by emotional exhaustion, depersonalization, sense of decreased accomplishment
  - 40% of surgeons affected; 60% trauma surgeons
  - Multifactorial causes
- **Hypothesis:** changing from a 24-hour call schedule to a rotating 12-hr block schedule can reduce burnout by optimizing workflow, without compromising clinical productivity.



- Areas of Worklife Survey (AWS)
  - Workload
  - Control
  - Reward
  - Community
  - Fairness
  - Values
- Maslach Burnout Inventory (MBI)
  - Emotional exhaustion
  - Depersonalization
  - Personal Accomplishment

# Methods



- AWS and MBI distributed to surgeons, 1-2 close friends/family
  - At 0, 6, and 12 months
- Primary outcome measured:
  - Presence of burnout contributing factors
- Secondary outcomes measured:
  - Clinical and administrative productivity

# SEPTEMBER 2019

## Call Schedule

DAY	DATE	TRAUMA CALL	BACK UP	ASMP	STU	SICU	FR	New Pt. Clinic	CLINIC	DAYS OFF			
Sunday	1	EF	CW		CW	EF	KO						
Monday	2	KO	EF		CW	EF	KO		NO CLINIC **Labor Day Holiday**				
Tuesday	3	ES	AA	TO	AA	ES	SH	CW					
Wednesday	4	CW	KO		AA	ES	SH						
Thursday	5	EF	ES	KO	AA	ES	SH		SH				
Friday	6	SH	TO		AA	ES	SH						
Saturday	7	AA	SH		AA	ES	SH						
Sunday	8	TO	AA		AA	ES	SH						
Monday	9	AL KO	EF		EF	TO	CW		AA				
Tuesday	10	AA	ES	SH	EF	TO	CW	EF					
Wednesday	11	SH	CW		EF	TO	CW		WOUND CLINIC KO ES				
Thursday	12	TO	AA	AA	EF	TO	CW		KO	SH			
Friday	13	EF	CW		EF	ANES	CW			SH			
Saturday	14	ES	EF		EF	ANES	CW			SH			
Sunday	15	CW	ES		EF	ANES	CW			SH			
Monday	16	KO	EF		AL KO	ANES	AA		EF	SH			
Tuesday	17	AL AA	CW KO	EF	AL KO	ANES	AA	ES		SH	CW	TO	EF
Wednesday	18 <sup>AAST</sup>	ES	KO		AL KO	ANES	AA			SH	CW	TO	EF
Thursday	19 <sup>AAST</sup>	SH	KO	AA	AL KO	ANES	AA		KO		CW	TO	EF
Friday	20 <sup>AAST</sup>	AA	SH		AL KO	ANES	AA			ES	CW	TO	EF
Saturday	21 <sup>AAST</sup>	KO	AA		AL KO	ANES	AA			ES	CW	TO	EF
Sunday	22	AL SH	KO		AL KO	ANES	AA			ES			
Monday	23	EF	TO		SH	ANES	TO		CW	AA			
Tuesday	24	ES	SH	KO	SH	ANES	TO	TO		AA			
Wednesday	25	KO	TO		SH	ANES	TO		WOUND CLINIC KO ES	AA			
Thursday	26	AL EF	ES	CW	SH	ANES	TO		SH	AA			
Friday	27	CW	SH		SH	CW	TO			AA	ES		
Saturday	28	TO	CW		SH	CW	TO			AA	EF		
Sunday	29	SH	TO		SH	CW	TO			AA			
Monday	30	CW	KO		ES	KO	EF		AL	AA			

\*\*LABOR DAY HOLIDAY (9/2/19)



**GEORGIA  
QUALITY  
IMPROVEMENT  
PROGRAM**

## MARCH 2020



Day	Date	*Day	*Night	Back Up	*FR	*ICU	*FLEX	New Pt. Clinic	*Clinic	*ASMP	Academic
Sunday	1	Lawson	O'Keefe	Fox	Holsten	Fox					
Monday	2	Switzer	Fox	Lawson	O'Keefe	Abuzeld	Lawson		Holsten		O'Malley
Tuesday	3	Switzer	Fox	Holsten	O'Keefe	Abuzeld	Lawson	Holsten		White	O'Malley
Wednesday	4	Switzer	Fox	Lawson	O'Keefe	Abuzeld	Lawson				O'Malley
Thursday	5	Switzer	Fox	Holsten	O'Keefe	Abuzeld	Lawson		Holsten	White	O'Malley
Friday	6	Switzer	Fox	Abuzeld	O'Keefe	Abuzeld	Lawson				O'Malley
Saturday	7	Switzer	Fox	O'Keefe	O'Keefe	Abuzeld					
Sunday	8	Switzer	Fox	Abuzeld	O'Keefe	Abuzeld					
Monday	9	White	Abuzeld	O'Keefe	Lawson	Holsten	Switzer		O'Keefe		Fox
Tuesday	10	White	Abuzeld	Switzer	Lawson	Holsten		Switzer		O'Keefe	Fox
Wednesday	11	White	Abuzeld	O'Keefe	Lawson	Holsten	Switzer		Switzer		Fox
Thursday	12	White	Abuzeld	Switzer	Lawson	Holsten			Switzer	O'Keefe	Fox
Friday	13	White	Abuzeld	Holsten	Lawson	Holsten					Fox
Saturday	14	White	Abuzeld	Lawson	Lawson	Holsten					
Sunday	15	White	Abuzeld	Holsten	Lawson	Holsten					
Monday	16	O'Malley	Holsten	White	White	O'Keefe			Lawson		Abuzeld
Tuesday	17	O'Malley	Holsten	Lawson	White	O'Keefe		Lawson		Fox	Abuzeld
Wednesday	18	O'Malley	Holsten	White	Switzer	O'Keefe					Abuzeld
Thursday	19	O'Malley	Holsten	Lawson	Switzer	White			Lawson	Fox	Abuzeld
Friday	20	O'Malley	Holsten	Switzer	Switzer	White					Abuzeld
Saturday	21	O'Malley	Holsten	Switzer	Switzer	O'Keefe					
Sunday	22	O'Malley	Holsten	O'Keefe	Switzer	O'Keefe					
Monday	23	Fox	O'Keefe	O'Malley	White	Lawson	O'Malley		Switzer		Holsten
Tuesday	24	Fox	O'Keefe	Switzer	White	Lawson	O'Malley	Switzer		Abuzeld	Holsten
Wednesday	25	Fox	O'Keefe	O'Malley	White	Lawson	O'Malley		Switzer		Holsten
Thursday	26	Fox	O'Keefe	Switzer	White	Lawson	O'Malley		Switzer	Abuzeld	Holsten
Friday	27	Fox	O'Keefe	Lawson	White	Lawson	O'Malley				Holsten
Saturday	28	Fox	O'Keefe	White	White	Lawson					
Sunday	29	Fox	O'Keefe	Lawson	White	Lawson					
Monday	30	Abuzeld	Lawson	Fox	O'Malley	Switzer	Fox		White		O'Keefe
Tuesday	31	Abuzeld	Lawson	White	O'Malley	Switzer	Fox	White		Holsten	O'Keefe

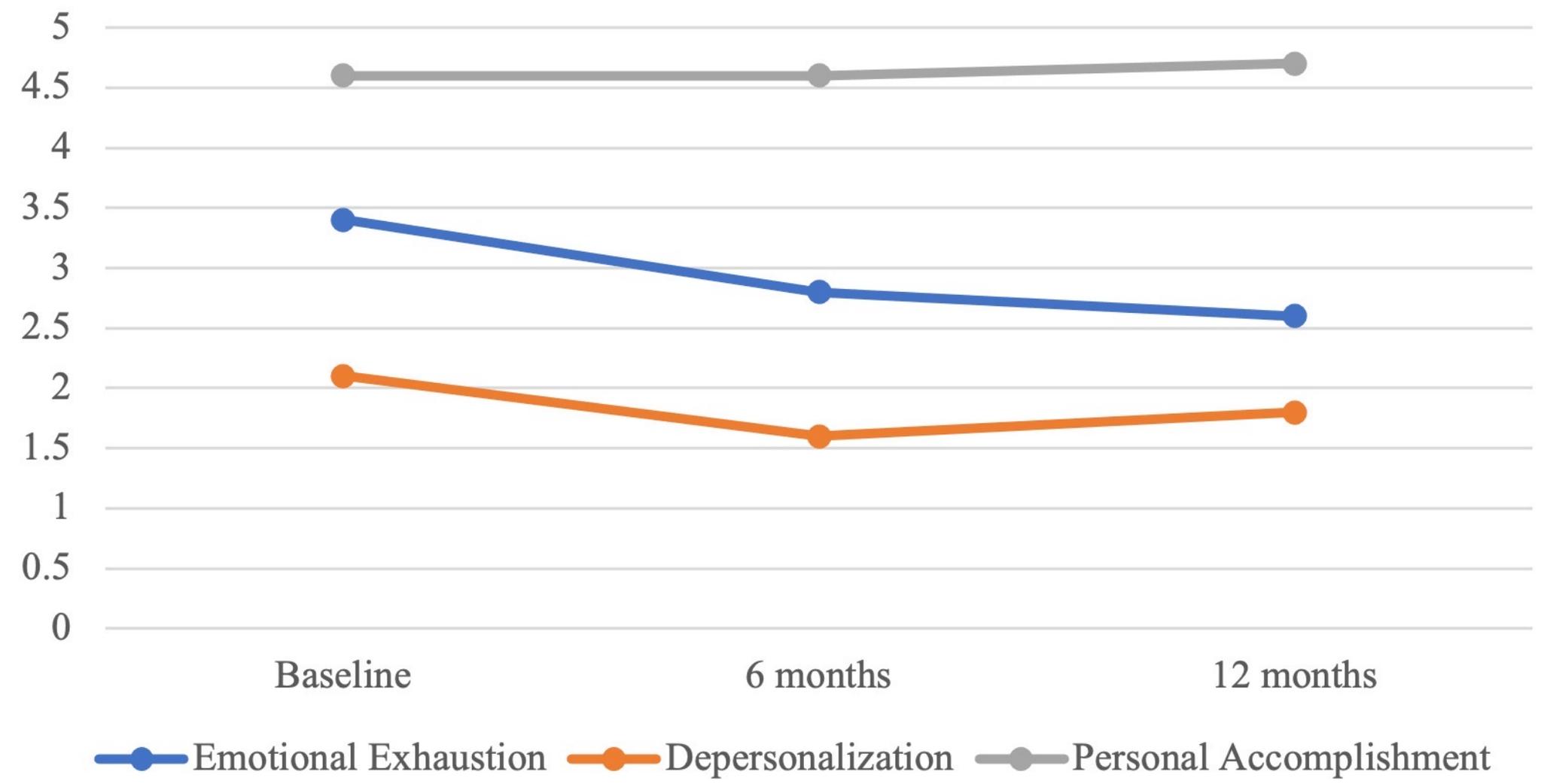
# Results



GEORGIA  
QUALITY  
IMPROVEMENT  
PROGRAM

- 92% completion rate surgeons; 75% completion rate for friends/family
  - All burnout risk factors improved by 12 months
    - Average scores either near or surpassed averages among healthcare workers
  - 82% reduction in charts reaching delinquency
  - 27% increase in RVU production
-

# MBI - Friends and Family



# Conclusion



GEORGIA  
QUALITY  
IMPROVEMENT  
PROGRAM

- Weekly, 12-hr block schedules can improve workflow-specific factors leading to burnout
  - Removes concurrent clinical responsibilities while on call
  - Ensures protected administrative and academic time
  - Productivity preserved
  - Changes noted in both surgeon and family groups

# Questions?



GEORGIA  
QUALITY  
IMPROVEMENT  
PROGRAM

